



new west end company

Billing Leaflet
2026/27

FOREWORD

At New West End Company, we now represent over 800 businesses and property owners working together to support the long-term success of the West End



Dee Corsi
Chief Executive

A handwritten signature in black ink, appearing to read "Dee Corsi".

Our role is to deliver practical services, champion our members' interests and ensure this iconic district continues to thrive as a global destination to visit, work and invest.

Over the past year, the West End has continued to operate in a challenging economic environment. In response, our focus has remained firmly on delivery: keeping streets clean, safe and welcoming; promoting the district to high-value domestic and international audiences; providing trusted data and insight; and making the case for policies that support growth and investment.

Last year, businesses across the district voted to renew New West End Company's mandate for a further five years. We are grateful for this renewed confidence and will seek to use this mandate positively and responsibly, with a clear focus on outcomes for our members.

For the first time, local offices were given the opportunity to participate in the ballot and become members of New West End Company. We are pleased that they voted positively, and, from April 2026, we will officially welcome the West End's office community into our membership. As a result, we now represent over 800 businesses and property owners, aligning our services and priorities to reflect the district's unique mix of retail, leisure, hospitality and, increasingly, office spaces.

Over the last twelve months, we have delivered strong results across our core

areas of activity. We have expanded on-street security and cleansing, become the first BID in London to achieve Business Crime Reduction Partnership accreditation, and delivered joint operations with the Metropolitan Police Service and Westminster City Council through our fourth consecutive Operation West End. Alongside this, we have continued to invest in destination marketing and an enhanced insights programme that supports both commercial decision-making and effective advocacy.

This year has also marked an important moment in the transformation of Oxford Street, with the establishment of the Oxford Street Development Corporation. Throughout this process, we have acted as a consistent and credible voice for our members, ensuring business perspectives, operational realities and long-term stewardship are reflected as plans move from principle to delivery.

At the same time, we have maintained a strong national advocacy presence on behalf of business. Through sustained campaigning and partnership working, including our leadership of High Streets UK, we have engaged policymakers on issues such as business rates reform, tax-free shopping and safer high streets, ensuring the perspectives of West End businesses remain central to decision-making.

As we look ahead to the next phase, our focus is on building momentum, delivering value and ensuring the West End remains competitive, resilient and globally relevant.

With that in mind, our 2026 priorities are:

Operations

Working in partnership with the Metropolitan Police Service to deter crime and anti-social behaviour, while also sharing regular updates on local events, road closures and incidents with members. Cleansing services will ensure that our streets are clean and well-maintained. We will also lead on public realm transformation so that the West End remains a welcoming environment for all.

Advocacy

Campaigning, on behalf of our members, on policy issues that range from tax-free shopping and business rates reform, to sustainable development, public realm transformation and safer high streets. We will advocate for a business environment that drives growth, investment, and opportunity for all.

Innovation

Producing a wide variety of regular and special reports that empower businesses to make informed decisions and stay ahead of global trends. We remain committed to being the authoritative voice on all things West End – from district performance to customer behaviour. Our focus on sustainability leadership and digital transformation will ensure the West End remains a competitive, smart district.

Experience

Activating the district with world-class events, seasonal campaigns, and destination marketing that attract high-value visitors and engage the workforce and residents – from dazzling festive lighting schemes, to a dedicated loyalty portal, available to local employees to enhance their West End experience and well-being.

New West End Company exists to serve the businesses that power the West End, ensuring that their needs are met, their challenges addressed, and their opportunities maximised.

Our vision is clear: growing a dynamic and inclusive future West End, advancing its place as one of the most welcoming, iconic destinations in the world while setting the global standard for innovation and investment.

The Future is West End.



2025

A Year of Results

Destination Marketing

2.3 billion
total media reach.

£19.6m
total PR value

- 4.1k new West End Club users.
- 6.5k offers redeemed through West End Club.
- 50.5k net new Instagram followers.
- Over 1.1m page views across both websites.



A sustainable district

- 1 West End sustainability showcase.
- 2 sustainability reports focusing on the West End.

Campaigning & Advocacy

- 980 mentions of NWEC in media coverage, with a total reach of 5.4bi.
- 321 mentions of HSUK in media coverage, with a total reach of 370mi.
- 5 thought leadership pieces in top-tier publications.
- 10 responses to public consultations submitted.
- Development of a BID renewal campaign website featuring our new vision and branding.



2025

A Year of Results

Clean, safe & healthy streets

153k+

security team visits
(14% increase YoY).

- 12,935 security incidents dealt with.
- 78,949 total hours of high visibility patrols across the district (16% increase YoY).
- 26 arrests as part of Operation West End.
- Increased recycling rate by 2.9%, achieving 52.4% for the year.
- 8,354 bins from NWEC members collected from the streets.
- 308,236 square meters of public realm deep cleaned and washed (equivalent to 37 large football pitches!)



Member engagement

400+

individual store visits by the membership team.

Innovation & Insights

- 116 insights reports on footfall, visitor behaviour and spend published.
- 5,893 members with access to our Insights dashboard (+19% increase YoY).
- 96mi data points processed for the monthly Insights dashboard.
- 700 respondents to our office worker survey.

Customer Experience

clean, Safe and Healthy Streets

Working in close partnership with Westminster City Council, New West End Company provides additional street management, through security and cleansing support across our district. This includes 24/7 high visibility security patrols and dedicated cleansing teams.

Over the past 12 months, we have:

- Been the first BID in London to be accredited a Business Crime Reduction Partnership (BCRP), achieving the highest grade of standards required by the National Association of Business Crime Partnerships (NABCP). This is a business-led, partnership-based approach to preventing crime, where BCRPs work closely with the police and the local authorities to tackle and reduce crime affecting businesses and the wider community.
- Worked closely with partners at the Metropolitan Police Service and Westminster City Council to deliver our fourth consecutive Operation West End – our annual flagship initiative, designed to provide additional resource and reassurance during the festive period. Our joint-patrols with the Metropolitan Police Service have resulted in the arrest of 26 individuals. This was underpinned by robust intelligence gathering and sharing,

between our member businesses, our Operations team, and local partners. Through our joint-activity with Westminster City Council, we were also able to issue X fixed penalty notices (£100 fines) to irregular pedicabs. These shared successes are a testament to our strong working partnership with the police and the council.

- Launched a Prolific Offender Management Portal, ALERT, which further strengthens our Security team's proactive approach to tackling prolific offenders across the district. Once logged onto the platform, members are able to input crime reference numbers or CADs following incidents, share intelligence in a GDPR-compliant format and receive real-time notifications when offenders are active in the district. The information gathered will be crucial in our Security team's efforts, in partnership with the Metropolitan Police Service, to identify, target and deter prolific offenders in the West End.



- Introduced a brand new radio network across the district – a significant investment to ensure our members are connected with our Security team 24/7. The new system, with improved signal and connectivity via 5G and Wi-Fi, has replaced our previous offering and was offered free-of-charge to members.
- Played an instrumental role in the detention and arrest of nine individuals, following a smash and grab incident at a retail store on Oxford Street. This achievement shows our commitment, working alongside the Metropolitan Police Service, to keep the district safe and welcoming for all.
- Signed a landmark data-sharing agreement with the Metropolitan Police Service – a testament to our long-time working partnership, underpinned by trust, with intelligence sharing at its core.
- Had the honour to have two members of our on-street Security Team awarded a Certificate of Excellence by the Metropolitan Police Service, in recognition of their outstanding professionalism and commitment to public safety. The award was presented by Chief Inspector Luke Dillon, who spoke with great appreciation for our ongoing partnership with the Metropolitan Police Service and our shared efforts to ensure the safety and security of everyone who visits the West End.
- Provided comprehensive operational support to members, selling 27,000 rolls of bags, lifting and 8,354 bins, and offering over £140,000 in savings through discounted waste-collection services. This support helps members operate more efficiently while keeping our streets clean and well-managed.
- Increased our recycling rate by 2.9%, meaning 52.4% for the year.
- Deep-cleaned and hot-washed 308,236 square metres of public realm, equivalent to 37 large football pitches, significantly improving cleanliness, appearance, and visitor experience across BID area.

In 2026 we will:

- Roll out a monitored CCTV network, improving surveillance, response and prevention.
- Expand 24/7 street patrols, delivering a highly visible and responsive security presence to keep the area safe and our members supported.
- Strengthen rapid-response cleaning operations, ensuring streets remain welcoming, well-maintained, and efficiently managed.
- Lead on the strategic direction of the West End Taskforce – a multi-agency steering group that will work together, beyond business as usual, to problem solve and remove barriers to tackle crime and anti-social behaviour, supporting economic growth in London's West End and surrounding areas.
- Agree a framework with local police regarding intelligence sharing.



Customer Experience

Destination Marketing

Through the delivery of strategic multi-channel campaigns, immersive on-street activations and exclusive offers, experiences and loyalty schemes, New West End Company showcases the very best the West End has to offer to new and existing domestic and international audiences.

Over the past 12 months, we have:

- Installed Union Flags across the West End to celebrate the 80th anniversary of VE Day.
- Continued our relationship with the London Restaurant Festival, through which we delivered four sellout events, working with eight members and inviting over 100 diners to experience the best of the food offering in the West End throughout the festival period.
- Curated a special 'OxFood Street' landing page, highlighting the delicious F&B offering within the area, rounding up the best brunches, date night destinations, cheap eats and more, firmly putting the West End on the culinary map.



In 2026, we will work with our members and partners to:

- Strengthen and enhance our tourism programme with increased investment into the USA and GCC.
- Continue to grow and enhance our digital channels, investing in content, digital advertising and web enhancements.
- Secure new partnerships and build on existing ones to bring more UHNW consumers to the district.
- Evolve our West End Club loyalty programme into the ultimate hub for local workers, offering everything from discounts and exclusive offers to training and well-being initiatives – enhancing their experience of the district.
- Build-on our existing successful campaigns to continue driving visitors to the West End.

*In 2026
we will:*

Campaigning & Advocacy

New West End Company seeks to be an influential business voice, campaigning for policies which create a competitive business environment, drive inward investment and secure sustainable economic growth for the district as a whole. We do this through relentless storytelling, a physical presence at global trade shows and conferences, and the delivery of data-led news and reports which contribute to the West End's global reputation as a flagship retail and leisure destination.



Over the past 12 months, we have:

- Been a consistent voice, on behalf of our members, in key discussions regarding the establishment of a Mayoral Development Corporation for Oxford Street – most notably at a hearing of the London Assembly and Planning Regeneration Committee.
- Launched a renewed tax-free shopping campaign, in partnership with Heathrow Airport, Cadogan, and Knightsbridge Partnership. This new approach focuses on a system that boosts spending, supports jobs and demonstrates measurable fiscal benefit.
- Driven continued awareness on key campaigns, including business rates reform, tax-free shopping and safer high streets, leveraging proprietary New West End Company data to drive cut-through within the news agenda. In total, we have secured 980 mentions of New West End Company in national, international and broadcast coverage, with highlights including an exclusive piece in The Times on Operation West End; an interview with Dee Corsi as part of Property Week's 'Big Interview' series; and an op-ed by Dee Corsi in The Standard ahead of the Autumn Budget, highlighting our key policy asks.

- Spearheaded a programme of sustained advocacy through High Streets UK, which has enabled us to further amplify our members' main concerns with key decision-makers in local and national Government. This included forums in Liverpool, London and Edinburgh; an impact assessment on business rates reform; a nationwide survey on the overnight visitor levy and a drinks reception at the Labour Party Conference.
- Submitted 10 responses to public consultations on behalf of business members, including Transport for

London's consultation on its proposals for transport and highway changes to deliver the pedestrianisation of Oxford Street; the Metropolitan Police Service's plans for 'New Met for London: Phase 2'; and the Treasury's collection of evidence on business rates reform.

- Evolved our brand and tone of voice to better reflect the changing face of the district, and boost engagement with all those who live, work and invest here. We will officially roll out our new brand from April 2026.

In 2026 we will:

In 2026 we will work with our members and partners to:

- Cement New West End Company's role as the authoritative business voice for the West End, championing our members' views in high-impact government and media discussions.
- Drive forward a nationwide tourism strategy, of which the overnight visitor levy and tax-free shopping are key cornerstones – ensuring policy

decisions attract visitors and enable long-term growth across retail, leisure and hospitality.

- Act as the voice for our members on significant issues involving the Oxford Street Development Corporation, through our seat on the board.
- Leverage the collective power of High Streets UK to amplify challenges shared by flagship streets and secure meaningful policy change that drives growth.
- Deepen collaboration with local and national partners, including the Greater London Authority, Westminster City Council and the Metropolitan Police Service, to ensure the West End continues to lead on the global stage.

Insights & Innovations

Through our West End Insights Programme, New West End Company's Insights team provides members with exclusive access to data from across the district – enabling them to make informed strategic decisions and drive business growth. This data also underpins a number of other New West End Company services – from the delivery of world-class destination marketing activations, to campaigning and advocacy.

Over the past 12 months, we have:

- Continued to develop our Enhanced Insights Programme, which gives New West End Company members a granular look at spending, sentiment and mobility data. The evolved programme's functionality includes interactive and easily accessible dashboards, enabling members to interrogate the data and obtain the insights most relevant for their business and its performance.
- Continued to promote the West End as a desirable investment destination, through the use of proprietary insights and forecast figures.
- Delivered an "always on" flow of district-wide insights, including twice-weekly visitor bulletins and Transport for London traffic patterns and, through our unrivalled West End Insights Programme, additional data on customer spend and visitation patterns.
- Commissioned an online survey to understand which services and offers are of most interest to our local workers. We received over 700 responses, which will be used to evolve our current West End Club and develop a new digital platform to enhance the well-being and experience for those who work in the district.
- Published the results of two bi-annual Visitor Insights surveys, designed to enhance our members' understanding of visitor motivations, preferred activities and sentiment.
- Completed a qualitative review of our members' sustainability priorities, published in partnership with Edie, to understand areas of focus for members moving forward. Key themes included consumer behaviour change, collaboration within the West End and the importance of senior stakeholder buy-in to influence change.

In 2026 we will:

In 2026 we will work with our members and partners to:

- Deepen our use of both qualitative and quantitative survey work and focused research pieces, including developing our Insights Dashboard to include all customer sentiment data.
- Publish a comprehensive, global benchmarking report, comparing the West End with other key destinations across Europe and North America.
- Continue supporting members, across retail, property and offices, with data-driven insights on the West End's past, present and future performance, as well as in-depth analysis of external economic factors on the district.
- Ensure that New West End Company remains the most authoritative source of information on the West End and continually invest in evolving our proposition in line with the latest trends in district performance.
- Leverage our proprietary data and associated analysis to tell the most compelling story about the West End, whether for visitors, members or investors.



The West End Sustainable Business Survey

Presentation of Preliminary Results | 14 August 2025

Forecast

OCCUPIER FINANCIALS

Operations	38.8 %
Experience	21.2 %
Advocacy	11.6 %
Innovation	7.9 %
Management & Overheads	20.5 %

NOTES

1. Percentages are calculated based on total expenditure.
2. Totals may be subject to rounding differences.

INCOME	2025/26
BID Levy	4,036
Non BID Levy Income	113
Total Income	4,149

EXPENDITURE	2025/26
Operations	

Operations	
Security	1,277
Cleansing	657
Total Spend	1,934

Experience	
Infrastructure	487
Destination Marketing	571
Total Spend	1,058

Advocacy	
Campaigning	581
Total Spend	581

Innovation	
Data Driven Performance	314
Sustainable District	81
Total Spend	395

Company Management	
Management & Overheads	795
BID levy Collection	23
Bad Debt Provision	202
Total Spend	1,020

Total Expenditure	4,987
Net Profit/(Loss) for the year	(838)
Surplus Brought Forward	2,713
Capital Projects	
Closing Surplus Position	1,875

Forecast

PROPERTY FINANCIALS

Operations	38.8 %
Experience	21.2 %
Advocacy	11.6 %
Innovation	7.9 %
Management & Overheads	20.5 %

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Budget

OCCUPIER FINANCIALS

Operations	50.1 %
Experience	16.7 %
Advocacy	11.6 %
Innovation	5.7 %
Management & Overheads	15.9 %

NOTES

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- 2.2026/27 percentages are in line with those approved by the NWEC Board in the business plan.
- 3.2026/27 budget reflects a new BID term and the inclusion of offices.
- 4.Operations: Increase in Operations due to enhanced security and additional cleansing as approved by the Board and as per Business Plan.
- 5.Experience: Decrease due to lower Christmas lights costs in year 1.
- 6.Advocacy: Increase as approved by the Board and as per Business Plan.
- 7.Innovation: Decrease due to reallocation to Advocacy pillar.
- 8.Management: Decrease due to BID renewal costs and winding down contingency in 2025/26.
- 9.Totals may be subject to rounding differences.

INCOME	2026/27
BID Levy	6,010
Non BID Levy Income	108
Total Income	6,118

EXPENDITURE	2026/27
Operations	
Security	2,230
Cleansing	750
Total Spend	2,980
Experience	
Infrastructure	342
Destination Marketing	654
Total Spend	996
Advocacy	
Campaigning	690
Total Spend	690
Innovation	
Data Driven Performance	331
Sustainable District	8
Total Spend	339
Company Management	
Management & Overheads	570
BID levy Collection	38
Bad Debt Provision	340
Total Spend	948
Total Expenditure	5,953
Net Profit for the year	165
Surplus Brought Forward	1,875
Capital Projects	(601)
Closing Surplus Position	1,440

Budget

PROPERTY FINANCIALS

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